

Available online at [www.sciencedirect.com](http://www.sciencedirect.com)**SciVerse ScienceDirect**

Procedia - Social and Behavioral Sciences 37 (2012) 257 – 266

**Procedia**  
Social and Behavioral SciencesInternational Conference on Emerging Economies - Prospects and Challenges  
(ICEE-2012)

## Engaging young employees (Gen Y) in a social media dominated world – Review and Retrospection

Soumi Rai\*

*Symbiosis Institute of International Business (SIIB), Symbiosis International University (SIU), Rajiv Gandhi Infotech Park, G. No. 174/1, Hinjewadi, Pune - 411057, India*

---

### Abstract

Engaging employees beyond their given work sphere is gaining rapid importance in an ever changing world witnessing volatile business events almost every day. Rapid technological changes and shrinking distances have given birth to the most happening platform on the web; termed 'Social media', this encompasses a wide variety of networks (viz. Facebook, Twitter, LinkedIn) and applications that compress information and allow instantaneous access to its users even across remote locations. Given the rapid progression of this powerful medium, the paper seeks to understand its impact on young employees across organizations. It reviews the concept of Employee Engagement in the backdrop of a socially networked population, related to aspects like loyalty and commitment towards the organization. Also given the high attrition rates being faced currently by Indian organizations during the growth phase, the paper also delves into challenges faced by Human Resource in engaging such employees and further suggestions towards amalgamation of this medium for increasing HR effectiveness.

© 2012 Published by Elsevier Ltd. Selection and/or peer-review under responsibility of Symbiosis Institute of International Business (SIIB) Open access under [CC BY-NC-ND license](http://creativecommons.org/licenses/by-nc-nd/4.0/).

**Keywords:** Gen Y; Social Media; Employee; Engagement

---

### 1. Introduction

Employee Engagement is rapidly helping organizations differentiate and understand aspects related to the power of engaging their workforce towards delivering superior performance thereby achieving business excellence in their domains. Caldwell and Fairhurst (Towers Watson Consultants) define 'Engagement' as – "employee's willingness and ability to contribute to business success – the extent to

---

\* Corresponding author. Tel.: 91-9370326970; fax: +0-000-000-0000 .  
E-mail address: [soumi.rai@siib.ac.in](mailto:soumi.rai@siib.ac.in), [soumirai@gmail.com](mailto:soumirai@gmail.com)

which they put discretionary effort into their work and contribute more of their energy, creativity and passion on the job.”

Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, is highly motivated and committed and diligently works along with his team/ colleagues to improve performance within the job for the benefit of the organization. Organizations on their side need to reciprocate this sense of engagement displayed by their employees by working towards developing practices and processes that nurtures engagement, which is essentially a two-way relationship between employer and his employees.(Robinson et al, 2004). Most people tend to confuse ‘engagement’ with ‘satisfaction’ and believe that both are synonyms of each other linking it to other factors like ‘commitment’, ‘motivation’, ‘participation’, and ‘involvement’ to highlight a few. However Erickson (2005) describes that, “engagement is above and beyond simple satisfaction with the employment arrangement or basic loyalty to the employer—characteristics that most companies have measured for many years. Engagement, in contrast, is about passion and commitment—the willingness to invest oneself and expend one’s discretionary effort to help the employer succeed.”

Compared to satisfaction, engagement is related to a lot of emotions both from the psychological and cognitive perspective. It is about what one feels about the job, the organization and about what emotion one attaches to these for being driven to do more than expected for holistic growth of the organization he/she works for. While satisfaction is more related to self and is about being contented with one has in terms of work/job or organizational factors, engagement is about feeling strongly about each factor and reciprocating those beliefs/emotions by working consciously and passionately towards success of the concerned organization. To further help understand this, Macey & Schneider (2008) detail that “although there may be room for satisfaction within the engagement construct, engagement connotes activation, whereas satisfaction connotes satiation.” Thus it becomes important to understand what is actually meant by the term ‘*Employee Engagement*’, categorization of engagement and factors that impact engagement before we move on to understanding the ‘Social Media’ angle to engaging employees.

## 2. What exactly is ‘Employee Engagement’?

Employee Engagement is a strategic approach towards driving organizational excellence by way of actively engaging employees through an emotional connection facilitating organizational change and development (growth). According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work". Kahn (1990), defines it to be a multidimensional construct, wherein employees can be engaged physically, emotionally or cognitively. While we have discussed emotional connectivity to organizations, cognitive connection refers to an understanding of the mission and work of the organization. Kahn (1990) states that employees can be engaged in one dimension not necessarily on the other; but his engagement in that dimension increases his overall personal engagement to the organization.

While the model presented by Kahn (1990) has theoretical perspectives, Gallup has conducted extensive survey on Employee Engagement and has developed its own Employee Engagement Index in terms of categorizing employees as either Engaged, Not-Engaged or Actively Disengaged.

1. **Engaged--**"Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

2. **Not Engaged**---*Not-engaged* employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are *not-engaged* tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

3. **Actively Disengaged**--The "*actively disengaged*" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by *actively disengaged* workers can cause great damage to an organization's functioning.

Gallup Consulting further conducted extensive research linking Employee Engagement to Performance Outcomes through 199 research studies conducted across 152 organizations in 44 industries and 26 countries. The study used statistical techniques (Meta-Analysis) across business/work units to understand the relationship between employee engagement and performance outcomes in these organizations for nine outcomes through the Q12 instrument. The studies proved that this relationship is sustainable and highly generalizable across organizations. This proves that Employee Engagement has a definite co-relation to performance and organizations need to take an active interest in engaging employees for better business results.

Towers Watson, conducted an Employee survey across 10 global organizations to understand if only Employee engagement has co-relation to improved performance outcomes. Their results complimented Employee Engagement while detailing the need of '**Enablement**' and '**Energy**' alongside for high performance outcomes across these organizations. Their study found that organizations which worked on the concept of engagement along with enablement had higher net profit margins than organizations with high engagement but with low enablement. Towers Watson terms this combination of Engagement, Enablement and Energy as **Exponential Engagement**; which they propose as essential for building a high performance culture where employees are empowered and energized working in a healthy environment and it is this sense of well-being in the employees that contributes to high levels of engagement.

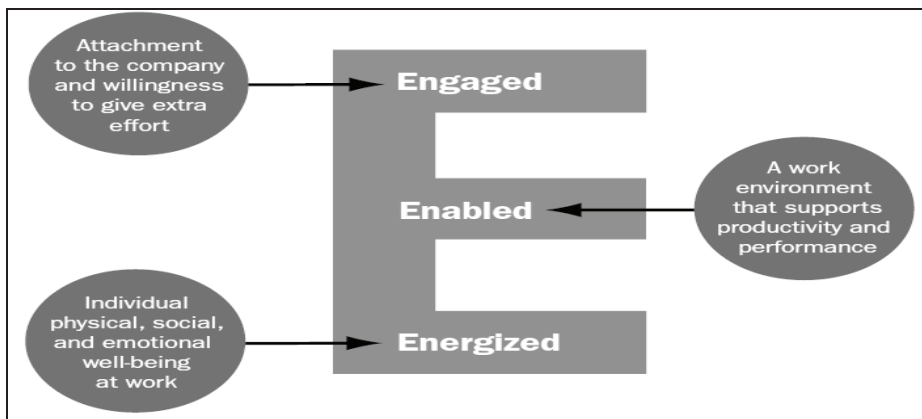


Fig. 1. Source: Towers Watson

### **3. Understanding Social Media**

‘Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.’ (Kaplan and Haenlein, 2010). While this definition may seem to encompass very much an understanding of ‘Social Media’, categorization of user generated content gives a more clear picture. (Kaplan and Haenlein, 2010) state that the platforms of this large group of applications can be categorized on the basis of two aspects – ‘Media richness’ and ‘Social presence’. Collaborative project based platforms like Wikipedia (text based information site), Delicious (a bookmarking site) come lowest down the order in terms of user interface and interest. Following them up the order are personal blogs, known to be the earliest forms of Social Media that are mostly text based, displaying content through date stamped reverse chronological order. While this form has seen a spurt of content with users detailing all aspects from their personal lives, to interests, hobbies, work, and miscellaneous information; it has largely been text based and single user oriented (blog authors only can update contents with multiple user interface through comments on the content published). YouTube, Flickr, Slideshare, Scribd etc. form the next order of Content communities in the Social Media space. While the former are more media rich allowing uploading and sharing of videos and photo, the latter ones allow users to upload content and share it across the community encouraging knowledge enhancement through the concept of shared growth. Moving up the ladder are the most prominent and user friendly interfaces – Social Networking sites like Facebook, LinkedIn, Orkut, Big Adda etc. which allow users to interact and share not only text based content through chat platforms but also pictures, videos, and graphics. These sites entice users by allowing them to disclose all about themselves through this virtual entity, by way of sharing their happiness, anger, grief and even their trauma. They are platforms that impact users psychologically and are a favourite medium of communication for the net savvy Gen Y. Highest up the order are platforms like Virtual Gaming zones(X-Box, Sony Playstation) and Virtual Social Worlds (Second Life) and many such dynamic media content rich 3D avatar versions of Web 2.0 that thrive on the aspiration of users to be able to live life in the realm of fantasy. These sites through their 3D versions allow users to live a surreal online life where they can experiment with different avatars and actually be something different from their real mundane lives.

### **4. Social Media and Gen Y**

Social Media is gaining prominence across the world at a rapid pace, such that now it has become a lifeline and daily necessity for some users specifically the young generation Internet users called the GEN Y or Millennial Generation or Net Generation and even Echo Boomers (Kaplan & Haenlein, 2010). emphasize on the high popularity level of Social Media platforms like ‘Facebook’, citing a specific term that has been included in the Urban Dictionary (A collaborative project on slang dictionary for English language) called ‘Facebook addict’. Popularity of Social Media and its rapid growth cum usage can gauged from various surveys done by Nielsen that speak about the world spending 110 billion minutes on social networking and blog sites. This survey conducted around April 2010, also details statistical data pertaining to usage of Social Media across the world both in terms of applications and demographics. Clearly there has been a rise in usage of Social Media but the question that arises here is whether this usage is attributable to a particular generation or is it a common pattern across all age groups of Internet users. However given the limitations of this paper, we shall focus currently on the usage pattern of GEN Y.

Extensive research has proved that Internet usage is maximum amongst Gen Y users who are loosely defined as a group born between 1982-2000 (hence the term Millennial Generation) who would range in

the age groups of 15-29 years identified herein as the young generation. Statistics by the U.S. Census Bureau, estimate that Generation Y comprises of around 25.7% of the world total population given the age category of 15-29 years. Analysts define this generation as having an upbringing in a world marked by neoliberal approach towards politics and economics marked by increased usage of communications, media and digital technologies. This generation is also at times referred to as the 'Wired Generation' that needs to be connected at all times and feels most comfortable in digital environments. Born and brought up mostly in urban nuclear families, and having early access to communication medium; this generation believes in three major factors, Expectations, Expressions and Acceptance. Jansen et al (2010) in their working paper on trying to understand attitude of Gen X'ers and Gen Y'ers towards opinion sharing outline certain key implications that support the factors of expressions and acceptance. The paper through a survey of 15-24 year old students in the US, details that GEN Y'ers simultaneously are on multiple social networking sites (part of Social Media domain), and the more accounts a user has the more is he/she prone to sharing opinions and actually acting on them. The study also highlights that although these Gen Y'ers share casual information about themselves, friends and even about their organizations on these networking sites, they are more trusting of those opinions that are shared amongst their known networks. The paper shares an interesting fact that remains relevant for business domains; users online not only share opinions but also seem to be affected by these opinions in terms of their perceptions towards brands, businesses or organizations. L12 think tank, a digital innovation company conducted survey on 535 high earning and high achieving GEN Y users, average aged 27 years to understand the impact of Social Media on brands and their perception amongst these affluent Gen Y'ers. Their survey outlined the growing importance of Social Media amongst the Gen Y affluent population with almost 81% of them using Facebook every day and around 25% using their digitally superior mobile phones to access Social Media on a daily basis. 63% of the Millennials use Social media to engage with brands while over 50% agree that Facebook, blogs and brand videos impact their opinion about brands and their products. This implies that Social Media specifically Social Networking does have an impressive level of impact on opinions of these youngsters or Millennials. What this implies for Organizations and their Engagement levels shall be discussed further in the paper.

## **5. Discussion and Conclusion**

### *5.1 Where does all this link to Employee Engagement?*

The paper started with an objective of trying to understand what employee engagement actually refers to and going ahead with the discussion it is now important to understand where does this link to Social Media and Gen Y or alternatively how specific characteristics of Gen Y and their connectivity to a digital world impact organizational processes like Workplace environment, Internal Communication, Employee well-being, in turn impacting their commitment levels and perception towards their organizations ( vital for success of Employee Engagement processes).

The workforce of the 21<sup>st</sup> century termed as the 'Multi-Generational' Workforce is characterized with a mix of all generations from Baby Boomers, to Generation X, with recent and on-going inclusion of Generation Y since the last few years. Gen Y has started entering the ranks, infiltrating the traditional workplace with their baggage of digital technology, social media networks and higher expectations/norms towards a flexible work environment. They are increasingly demanding, wired and virtually connected, questioning traditional practices cum authority, displaying and openly voicing their disagreements and opinions without paying heed to set cultural norms and organizational practices. This is a generation that knows what it wants, in terms of their space, comfort levels or communication channels. They are open and brash about their expectations and expressions, seeking to collaborate and rapidly exchange

knowledge/information, networking for acceptance, thus challenging ways traditional organizations functioned. A study by Deloitte Consulting in 2005, attempted to understand Generation Y or Millennial Generation by way of understanding their specificities as a digitally connected and wired generation of employees. Extensive studies have been conducted on Gen Y to understand what ticks them; why are their expectations and how do they link to their workplace.

Table 1. Millennial at Work

Work well with friends and on teams
Collaborative, resourceful, innovative thinkers
Love a challenge
Seek to make a difference
Want to produce something worthwhile
Desire to be a hero
Impatient
Comfortable with speed and change
Thrive on flexibility and space to explore
Partner well with mentors
Value guidance and Expect respect

Source: Deloitte Consulting (2005). Who Are the Millennials, aka Generation Y?

Global survey by IABC and Deloitte Consulting towards understanding GEN Y imperatives, discusses how important it is for GEN Y employees to feel connected, updated and involved in an organization. The paper details viewpoints of these employees that highlight aspects of frequent, short and updated communications, alongside factors like honesty with clarity in communication. Gen Y is dynamic and eager to collaborate, they respect leaders who are honest, forthright and open, hence their relationship to an organization is not just based on their perception of the organization but also of the leader they are associated with. This emotionally charged enthusiastic young workforce seeks to contribute to their organizations through a plethora of ideas, suggestions and informed opinions; which at times challenge the traditional mind set of organizational management. Their ideas are creative, innovative and at times exceptional; being based on the knowledge acquired by being part of a socially networked cum connected domain. However this generation also believes in the concept of instant acceptance and open feedback, these being critical factors for their enthusiasm and satisfaction towards organizational processes.

Similar survey on Global Workforce Innovation was conducted by Johnson Control in association with Haworth, iDea and Oxygenz.com (Generation Y and Workplace Annual Report 2010). The survey outlines similar factors as discussed, but goes beyond communications and connectivity, detailing aspects of workplace ergonomics, sustainability and environmental consciousness that impacts engagement levels for Gen Y. The report defines Gen Y as collaborative, mobile, flexible and unconventional, valuing sustainability and environmental adaptability. This report is explicit in detailing the valuation this generation places on factors like 'Workplace environment', perceived as an emotionally engaged place where they socialize, learn and collaborate. This is their area or their 'own work space' which is personal, sacrosanct linked to their well-being in the organization. Being emotional and trendy (also referred as stylish), Gen Y prefers workplaces that are boundary less, colourful and open with breakout spaces, conversation areas and chill out zones that allow them to collaborate, innovate and be creative. This aspect as per the survey is of utmost importance to these youngsters who value their spaces or personal zones (personal desks) as a reflection of their identity. Most of them prefer urbanized and trendy work areas, with the exception being Chinese Gen Y'ers who have a preference for rural settings as mentioned in the survey. The survey also puts up interesting facts related to why GEN Y'ers opt to work for specific organizations; prominent factors being Learning & Development opportunities, Quality of Life and Work Colleagues (includes peers & superiors).<sup>(1)</sup> Refer web reference list for link to Johnson, iDEA and Haworth report<sup>1)</sup>



## 5.2. What does this mean for Organizations?

Facts detailed above clearly highlight the **Expectations** of the younger generation employees aptly termed the GEN Y employees or Gen Next employees in terms of their work environment and well-being. Which if linked to the other two factors, namely **Expressions** and **Acceptance**; through Social Media clearly represent the flow of this paper that talks about the impact of this medium on the engagement levels of Gen Y.

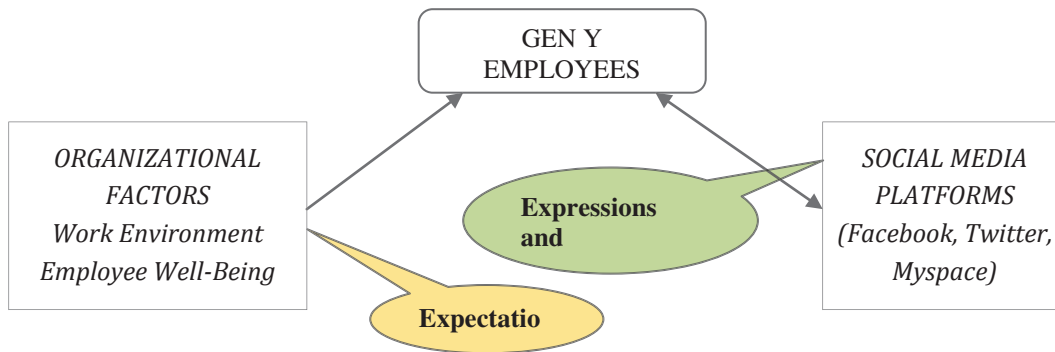


Fig. 2.

Clearly there exists a linkage between how much Gen Y is addicted to digital mediums, specifically Internet usage, Social media platforms etc. and how much their opinions are affected by connecting to these networks or drawing information from their usage. Given this backdrop, it is imperative that there needs to be a focus on integrating the expectations of GEN Y employees towards their work organizations (which is viewed by them as an extension of their social life), to their psychological needs of expression and acceptance through collaborating on Social Media platforms and connecting to the outside world. This connectivity is the lifeline of GEN Y which allows them to share, collaborate and grow. But are organizations doing enough in this Integration process? Are they really allowing GEN Y access to Social Network platforms within organizations and trying to take their Engagement levels to a higher platform through more options of digital connectivity both internally and externally?

IABC Research in conjugation with Buck Consultants conducted a survey on its 1477 member organizations with 82% being from North American continent. The survey was focused on understanding what communication platforms were companies using for Internal Employee Engagement. Figures reveal that while companies use Intranet and Emails as regular modes of internal communication (being 72% and 75% respectively), there is growing awareness about Social Media being an essential source of internal communication (with almost 79% saying Yes to its usage). But the fact remains that other than Social Networking, hardly 3% of Podcasts and 11% of Videos are in usage by companies for internal communication which is surprising, given the interactive and engaging capabilities of these mediums. In terms of data related to usage of internal and external social media usage, about 47% actively use company blogs and around 32% use internal discussion boards for engaging employees, but only 18% use Facebook, 21% use Twitter and a miniscule 5% use LinkedIn for employee engagement. Other Social Media platforms like Flickr, YouTube, Second Life and MySpace make up a significant total of 13% under the 'Others' category. Startling facts are related to the usage of Social Media platforms by senior executives with a miniscule 27% accepting to using it both internally and externally as a medium of communication. Most companies do not have any policy in place for addressing Employee usage of Social Media platforms with about 45% agreeing to some standard policies. Interestingly almost 46%

organizations have no methods in place for measuring effectiveness of Social Media platforms usage in Employee Engagement activities while 33% are using some statistical monitoring process for measurement. The survey shows that organizations are still grappling with this new medium that has grown exponentially over the past decade. In fact most companies are still unsure about whether this medium is really needed as a mode of internal communication and can this really impact Employee Engagement processes.

### *5.3. Is India ready for this challenge?*

CRISIL 2010 Report on Skilling India highlights the tremendous opportunity and challenges for Indian business organizations. The country with a population of 1.2 billion (as on 2010) has 17.6% share in the world population pie making it the second largest country after China in terms of demography. This is slated to change by 2030, with India reaching 1.5 billion population crossing China and becoming the largest populated country in the world. While this may seem challenging, there is also an opportunity; India's working population (15-59 years) will swell from 749 million to 924 million by year 2030, making it the most desired location of talent acquisition (employee availability) heightening business growth and progress in the country. Interestingly as on 2010, half of India's working population that is around 362 million is below the age of 25 and this number shall only increase with the population figures making it one of the youngest countries of the world. Research report by Haworth, iDea and Johnson Control on Gen Y and Workplace, 2010 gives a different picture relating to Indian youngsters (Gen Y employees) through their global survey. Indian Gen Y workforce is considered the most demanding population with high expectations from the work environment in terms of better on-site support facilities and norms for work-life balance. They believe in not only socially collaborating but also engaging socially as an extension of their workplace to enhance learning opportunities and maintain a balance between their personal and professional lives. This generation of Indian youngsters is tech-savvy, entrepreneurial, ambitious, optimistic and ready to walk the extra mile for achieving their dreams and goals. They are strongly influenced by social opinions and base their judgments on peer factors much like their counterparts across the globe. They are a generation tuned to opportunities and consumerism, which make them more open for change, demanding with higher levels of expectations, impacting their perception towards organizations and their engagement processes.

MaFoI Randstad Workmonitor – Wave I Report 2011, details the growing importance of this medium as a preferred recruitment source both for employers and employees alike. The report states that mobility intent index is highest amongst the 18-24 years age category of Indian employees who are quite open for change and evaluate organizations on the availability of learning and growth opportunities including better engagement processes. While 78% Indian employees (across age groups), have a social profile on the web, an equal percentage of them use this medium for gathering information about prospective employee organizations; while 84% of Indian employees use Social Media tools & platforms to understand prospective employee work culture. Detailing the impact of Social Media and peer opinions pertaining to prospective employees, the survey states that almost 75% employees are hesitant to join organizations which have been negatively rated on this medium. Moreover 63% employees don't think that access to Social Media at workplace impacts their productivity, while 79% actually believe that this medium helps increase their work output through sharing and collaboration.

Does this actually mean something for organizations? Have they analysed this growth pattern of young employees in the Indian workforce and are policies in place to manage the challenges of GEN Y and the further GEN NEXT workforce that shall be swelling ranks in the coming years? Questions are many and it may seem that Indian organizations are ill prepared to handle this challenge, given the average penetration of Social Media platforms and its inefficient usage for employee engagement across



Western countries (developed nations). However although bleak, the scenario is not altogether pessimistic. The Indian IT/ITES sector, which has been the pioneer in employee participation processes and champions of employee involvement lead the way in terms of using this new medium (Social Media) for engaging GEN Y employees. Given the high levels of attrition, this industry vertical has realized the growing importance of engaging young employees psychologically to their organizations and bringing in processes that encourage openness, innovation and growth. As like their western counterparts, Social Media usage has been limited to creation of internally customized platforms on the lines of popular social networking sites, encouraging employee participation through these internal mediums.

Table 2.

Examples of Social Media Internal Usage by some companies in India
Infosys: Internal Bulletin Boards, InfiBlog, InfiWiki
Asian Paints: Blogs, Discussion Forums, Internal networking platforms
IBM: Internal networking platforms, forums, learning portals

External usage of Social Media platforms like Blogs, Facebook, LinkedIn and Twitter has largely been limited to talent acquisition cum employer branding practices. Most companies still do not have any guidelines in place towards employees accessing external social media during working hours which remains a sensitive issue. Infosys, the most admired IT organization of the country has shown an initiative towards coming out with the first ever employee social media usage policy, something already in place across larger organization in the developed nations like Microsoft, Intel and IBM. A survey by ASSOCHAM of 4,000 Indian employees showed that only 16% Indian organizations allow accessing Social Media during work hours for personal use while 19% prefer employees use this medium only for business purposes (PCworld)Rai.

## 5. Conclusion

With Gen Y rapidly increasing numbers across the workforce, it is time for organizations to take a pause and reflect on their future course of action towards engaging a generation that is highly wired, connected and unconventional. The question that arises out of this context for organizations and management would be to re-examine their organizational processes cum protocols and see whether they are prepared to take on this challenge of engaging a workforce that values connectivity, speed, openness and innovation. Organizations need to increasingly brace for this transformation that shall see the advent of new age communication medium like Social Media Platforms (Blogs, Networking sites, Podcasts, Virtual world) that actively engage GEN Y employees and have catapulted its status as their lifelines. This generation survives on being connected; hence it is imperative that organizations realize the potential of this medium and its efficacy thus utilizing its power for creating an actively engaged GEN Y workforce. The need is to have processes that encourage creativity, innovation and openness through transparency and honesty, allowing this generation to collaborate, share, learn & grow. A word of advice to Indian organizations, the power of Social Media was immensely witnessed during Shri Anna Hazare's movement against corruption that saw rapid flow of information via this medium and an ever increasing number of youngsters across the country in support of this movement. If youngsters can share information so rapidly through this medium for being part of an external movement, organizations can very well realize what implications this medium can have in forming perceptions about Employee brands, their processes and their business status. It is time Indian companies realized the power of Social Media and actually contributed towards conducting further research in understanding how this medium can be used positively for creating informed opinions amongst potential and existing employees.

This research was limited to being an eye opener in terms of understanding the meaning of Social Media and its impact on the younger generation of employees (The Gen Y'ers). Future research needs to be conducted both in the global and local context to understand the effect of this media on various employee engagement initiatives including surveys for gauging engagement levels amongst existing employees.

## References

- Caldwell M. and Fairhurst D. , (2010), Building a Sustainability Culture through Employee Engagement, in Berger L. and Berger D., *The Talent Management Handbook* (second eds), Chp 36, pp 366-373
- Erickson, T. J. , (2005), Testimony submitted before the U.S. Senate Committee on Health, Education, Labor and Pensions. Retrieved September 23, 2011 at 3.15pm from: [www.altuscorp.com/downloads/erickson\\_senate\\_testimony.doc](http://www.altuscorp.com/downloads/erickson_senate_testimony.doc)
- Jansen B., Sobel K., and Cook G., (2010), Gen X and Y's Attitudes on Using Social Media Platforms for Opinion Sharing, Working paper at CHI 10, Spotlight poster April 14-15, 2010, Atlanta, GA, USA
- Kahn W.A. (1990), Psychological conditions of personal engagement and disengagement at work, *Academy of Management Journal*, Vol. 33, pp 692-724
- Kaplan A. and Haenlein M., (2010), Users of the world unite! The challenges and opportunities of Social Media, *Business Horizons*, Vol 53, pp 59-68
- Macey, W. H., & Schneider, B. (2008), The meaning of employee engagement. *Industrial & Organizational Psychology*, 1(1), pp 3-30.
- Robinson, D., Perryman, S. and Hayday, S. (2004), *The Drivers of Employee Engagement*. Brighton, Institute for Employment Studies. Retrieved September 23, 2011, at 4.25 pm from: [http://www.managingpeople4profit.com/uploads/2/8/1/6/2816853/www-employment-studies-co-uk\\_drivers\\_of\\_engagement.pdf](http://www.managingpeople4profit.com/uploads/2/8/1/6/2816853/www-employment-studies-co-uk_drivers_of_engagement.pdf)
- CRISIL Skilling India Report, (2010), Retrieved on 23<sup>rd</sup> September 2011, at 3.10 pm from: [www.crisil.com/pdf/corporate/skilling-india\\_nov10.pdf](http://www.crisil.com/pdf/corporate/skilling-india_nov10.pdf)
- Definition of Employee Engagement, Retrieved on September 3, 2011, from: [http://en.wikipedia.org/wiki/Employee\\_engagement](http://en.wikipedia.org/wiki/Employee_engagement)
- IABC Research Foundation and Buck Consultants Employee Engagement Survey,(2009), Retrieved October 3, 2011, at 12.30 pm from: <http://www.iabc.com/researchfoundation/pdf/EmployeeEngagement.pdf>
- Gallup Consulting Employee Engagement process, Retrieved September 23, 2011, at 3.10 pm from: <http://www.gallup.com/consulting/52/employee-engagement.aspx>
- Gallup Employee Engagement Overview Brochure, Retrieved September 23, 2011, at 4.45 pm from: <http://www.gallup.com/consulting/121535/Employee-Engagement-Overview-Brochure.aspx>
- Gallup Consulting, Meta-Analysis Q12, Retrieved September 23, 2011, at 4.45 pm from: <http://www.gallup.com/consulting/126806/Q12-Meta-Analysis.aspx>
- Gen Y and Global Workforce Report, Retrieved September 29, 2011, at 11.30 am from: [http://www.haworth-europe.com/en/content/download/8985/545674/file/Oxygenz-Report\\_2010\\_EN.pdf](http://www.haworth-europe.com/en/content/download/8985/545674/file/Oxygenz-Report_2010_EN.pdf)
- The Gen Y Imperative, IABC Global Survey, April 2008 Retrieved September 29, 2011, at 12.55 pm from: <http://www.emerginghealthleaders.ca/resources/Reynolds-GenY.pdf>
- Gen X and Y's Attitudes on Using Social Media Platforms for Opinion Sharing, April 2010, Retrieved October 3, 2011, at 11.10 am from: [http://faculty.ist.psu.edu/jjansen/academic/jansen\\_myyearbook.pdf](http://faculty.ist.psu.edu/jjansen/academic/jansen_myyearbook.pdf)
- L2 Think Tank: Gen Y Affluent, Media Survey, (2010), Retrieved October 3, 2011, at 11.15 am from: <http://www.l2thinktank.com/genyaffluents/GenYAffluents.pdf>
- Mafoi Randstad Work monitor –Wave I Report, Retrieved October 5, 2011, at 12.05 pm from: <http://www.mafoirandstad.com/our-services/consulting/ma-foi-randstad-workmonitor.html>
- Towers Watson Employee Survey –Power of Three, Retrieved on September 28, 2011 at 2.20 pm from: [http://www.towerswatson.com/assets/pdf/3848/Towers-Watson-EmployeeSurvey\\_power-of-three\(1\).pdf](http://www.towerswatson.com/assets/pdf/3848/Towers-Watson-EmployeeSurvey_power-of-three(1).pdf)
- <http://www.gallup.com/consulting/121535/employee-engagement-overview-brochure.aspx>
- <sup>1</sup>[http://en.wikipedia.org/wiki/Generation\\_Y](http://en.wikipedia.org/wiki/Generation_Y)
- <http://blog.nielsen.com/nielsenwire/global/social-media-accounts-for-22-percent-of-time-online/> (Nielsen is a reputed Market Research organization. For more info visit:<http://in.nielsen.com/>)
- <http://blog.nielsen.com/nielsenwire/global/social-media-accounts-for-22-percent-of-time-online/>
- <http://www.census.gov/population/international/data/idb/worldpop.php>, calculation based on data for 2012.
- [http://en.wikipedia.org/wiki/Generation\\_Y](http://en.wikipedia.org/wiki/Generation_Y). The author would have liked to detail more on influence of Social Media and Gen Y, however currently that is outside the scope of this paper. Hence some data on Adult Social Media Influence (Nielsen Survey) has been appended in Appendix for reference.
- <sup>1</sup><http://trak.in/tags/business/2010/07/14/infosys-social-media-policy/>
- <sup>1</sup><http://www.ibm.com/blogs/zz/en/guidelines.html>
- [http://www.pcworld.com/article/185272/indian\\_industry\\_frowns\\_on\\_employees\\_using\\_social\\_networks](http://www.pcworld.com/article/185272/indian_industry_frowns_on_employees_using_social_networks).